

SECOND ACT LAB

PERSONALIZED 360° CAREER REPORT

**AI GOVERNANCE OFFICER /
AI GOVERNANCE MANAGER**

Prepared for

THOMAS BERGER

Munich, Germany | Fictional sample buyer

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Owner-review edition in English. Production customer edition would be professionally localized into German.

IMPORTANT SAMPLE NOTICE

This is a complete demonstration report, not a report about a real person.

Thomas Berger and his career history are fictional. The occupational research, current job examples, regulatory timeline, standards, and official salary proxies are real and dated. In production, every personal fact would come from a paid buyer’s confirmed questionnaire and uploaded documents. The system must not invent missing qualifications, achievements, dates, or numerical results.

Assumed buyer profile

Profile dimension	Confirmed sample input
Name and age	Thomas Berger, 56
Location	Munich, Germany. Not willing to relocate; open to hybrid and remote work in Germany.
Current status	Recently made redundant after a corporate restructuring.
Professional background	More than 25 years in enterprise software, business operations, transformation programmes, vendor management, process governance, and cross-functional leadership.
Education and credentials	Diplom-Kaufmann; PMP; ITIL Foundation. These are fictional confirmed inputs for this sample.
Languages	German native; English C1.
Technical position	Strong business-side technology literacy. No hands-on machine-learning engineering or model-development background.
Target	Permanent employee role at manager or senior individual-contributor level.
Minimum viable income	€80,000 gross annual compensation.
Longer-term target	€100,000 or more.
Transition capacity	15 hours per week; €4,000 training budget; nine-month financial runway.
Target timing	Become credible for applications within four months and secure a role within six to nine months.

How to read the evidence labels

Label	Meaning
Established / official	A current official source directly supports the statement.
Current market signal	A dated vacancy or employer source shows that the work is being hired now.
Second Act Lab inference	A reasoned conclusion combining multiple sources and the buyer profile. It is not an official statistic.
Uncertainty	Evidence is incomplete, volatile, or role titles vary too much for a precise conclusion.

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1. EXECUTIVE DECISION SUMMARY

Verdict: Worth pursuing, with defined conditions.

Thomas has a credible transition path into business-side AI governance. He should not present himself as a new technical AI specialist. His strongest route is to position twenty-five years of enterprise governance, transformation, risk ownership, vendor management, and executive communication as the operating foundation for responsible AI adoption.

The decision in one page

AI governance is a real and expanding corporate function, but it is not yet a single standardized occupation. Current German vacancies use titles such as AI Governance Specialist, Responsible AI Manager, AI Governance Adoption Specialist, AI Governance Solutions Architect, AI Risk and Controls Manager, and AI Compliance Officer. The common work is to convert AI rules and principles into inventories, decision rights, risk classifications, controls, documentation, training, monitoring, and evidence that management and auditors can use. [S1-S10]

For Thomas, the role is attractive because employers repeatedly ask for cross-functional governance, policy implementation, stakeholder management, risk classification, process design, training, and an understanding of the AI lifecycle. At least one current manager-level vacancy explicitly states that hands-on model development is not required. [S6]

Thomas is not currently application-ready. He lacks three things that employers can verify: current knowledge of the EU AI Act and adjacent rules; practical fluency in AI lifecycle and model-risk concepts; and an AI-governance work sample showing that he can turn regulation into an operating process. Those gaps are specific and can be addressed within his time and budget.

Recommended target role family

- **Primary targets:** AI Governance Manager, Responsible AI Manager, AI Governance Adoption Lead, AI Risk and Controls Manager, AI Governance Programme Manager.
- **Secondary targets:** AI Compliance Manager, Responsible AI Operations Lead, AI Management System Manager, AI Policy Implementation Manager.
- **Do not prioritize:** AI Governance Solutions Architect roles requiring strong solution architecture, machine-learning engineering, or control implementation at code level.

The three conditions for proceeding

1. Complete a structured AI-governance learning path and demonstrate working knowledge of the EU AI Act, ISO/IEC 42001, NIST AI RMF, data protection intersections, and the AI lifecycle.
2. Create a serious portfolio case: an AI inventory, risk-classification method, governance operating model, controls matrix, and ninety-day implementation roadmap for a fictional German enterprise.
3. Run a market test before committing to more training: twenty targeted conversations, ten tailored applications, and direct feedback from at least two recruiters or hiring managers.

Main commercial conclusion

Thomas's €80,000 minimum is not obviously unrealistic. German official statistics do not yet provide a clean "AI Governance Officer" salary category. Two relevant national medians are €6,680 per month for Compliance Manager and €6,877 per month for specialist-level Artificial Intelligence and Machine Learning roles, equivalent to approximately €80,160 and €82,524 per year. These are proxies, not a salary promise for AI governance. [S11-S12]

2. BUYER PROFILE AND DECISION CONSTRAINTS

2.1 Confirmed career evidence used in this sample

Period	Role	Setting	Evidence relevant to AI governance
2018-2026	Director, Enterprise Operations & Transformation	Enterprise software company, Munich	Governance model across nine business units; €18 million transformation portfolio; vendor oversight; audit remediation; executive reporting; process controls; 45 internal and external contributors.
2010-2018	Senior Programme Manager	Industrial technology group, Nuremberg	Enterprise platform rollout across six countries; data ownership; supplier governance; control design; adoption and training; steering committee reporting.
2001-2010	Business Process and IT Consultant	Consulting firm, Stuttgart	Process redesign, software selection, implementation governance, client workshops, requirements, and change management.

2.2 Objectives and constraints

- Remain in Munich and avoid weekly long-distance commuting.
- Work in a substantive role, not a junior “career reset” position.
- Use enterprise experience rather than compete as a new data scientist.
- Reach application credibility in four months.
- Keep total transition expenditure within €4,000.
- Avoid regulated legal advice and avoid presenting himself as a lawyer.
- Prefer a large or mid-sized employer with governance maturity and hybrid work.

2.3 Personal decision criteria

Criterion	Minimum acceptable condition	Assessment
Income	€80,000 gross annual	Plausible for the right specialist or manager role, but not guaranteed.
Time to employability	Four to six months	Achievable for adjacent governance roles if portfolio evidence is built.
Retraining burden	No full degree	Compatible with targeted certification plus practical work sample.
Age positioning	Experience must be an asset	Strong where accountability, programme execution, and stakeholder authority matter.
Technical threshold	Business-side AI literacy, not coding	Compatible with several current vacancies, but not architecture-heavy roles.
Location	Munich plus hybrid/remote Germany	Requires national search and selective travel.

3. CAREER DEFINITION AND ROLE VARIANTS

3.1 What is an AI Governance Officer?

An AI Governance Officer designs and operates the rules by which an organization selects, builds, buys, uses, monitors, changes, and retires AI systems. The function sits between business ownership, technology, data, cybersecurity, privacy, legal, compliance, internal audit, procurement, human resources, and senior management.

The occupation is not defined by one statutory title. In many companies it is a role family distributed across a centre of excellence, risk function, compliance team, data office, technology governance, or transformation programme. The practical unit of value is not “knowing AI ethics.” It is making accountability operational.

3.2 Typical role variants

Variant	Primary value	Fit for Thomas
AI Governance Manager	Owns governance framework, committees, policies, inventory, risk classification, controls, reporting, and implementation.	Best primary target.
Responsible AI Manager	Translates principles into decision processes, reviews, impact assessments, controls, monitoring, and training.	Best primary target.
AI Governance Adoption Specialist	Drives implementation, user adoption, training, governance workflows, and evidence collection.	Strong target.
AI Risk and Controls Manager	Maps AI risks to controls, testing, monitoring, incidents, and assurance.	Strong if linked to Thomas’s audit and controls experience.
AI Governance Solutions Architect	Designs technical governance capabilities, integrations, tooling, and architecture.	Usually too technical without architecture evidence.
AI Compliance Officer	Interprets requirements, coordinates compliance, documentation, and regulatory readiness.	Possible, but legal/compliance experience may be preferred.
AI Management System Lead	Builds an AI management system aligned with ISO/IEC 42001.	Good target after standards training and portfolio work.
External AI Governance Consultant	Advises several clients on governance design and implementation.	Longer-term route after direct project evidence.

3.3 What the job is not

- It is not merely writing an AI policy.
- It is not a substitute for legal counsel, privacy counsel, cybersecurity, model validation, or internal audit.
- It is not necessarily a machine-learning engineering role.
- It is not an ethics communications role without operational controls.
- It is not a one-time EU AI Act project. Governance must continue as models, data, vendors, uses, and risks change.

4. OPPORTUNITY AND AI-RESILIENCE SCORECARD

Dimension	Score	Visual	Assessment
AI resilience	8/10	■■■■■■■□□	The function exists because AI use creates governance work. Routine documentation will be automated, but accountability and cross-functional decisions remain human.
Current demand	7/10	■■■■■■■□□□	Multiple current German employers are hiring explicit AI governance or responsible-AI roles. The market is real but still small and title-fragmented.
Five-year demand	8/10	■■■■■■■□□	Regulation, enterprise adoption, third-party AI, and agentic systems increase the need for inventories, controls, monitoring, and assurance.
Accessibility at 45+	8/10	■■■■■■■□□	Experience in governance, risk, operations, transformation, and executive communication can be a direct asset.
Transferability	8/10	■■■■■■■□□	Thomas already has relevant programme governance, controls, vendor, audit, and stakeholder experience.
Entry cost	7/10	■■■■■■■□□□	Targeted education and a portfolio can fit a €4,000 budget; a full degree is not required for many roles.
Time to employability	6/10	■■■■■□□□□	Four months is possible for adjacent roles, but direct AI-governance credibility must be created.
Income potential	8/10	■■■■■■■□□	Official proxy medians are around €80,000 annually; senior roles may be higher, but evidence is not standardized.
Geographic flexibility	7/10	■■■■■■■□□□	Roles occur in Berlin, Hamburg/Dortmund, Kassel, Hanau, Munich and national consulting. Hybrid work is common but not universal.
Self-employment potential	7/10	■■■■■■■□□□	Consulting is viable after direct implementation evidence, references, and a defined industry niche.
Physical sustainability	10/10	■■■■■■■■■	Primarily knowledge work, meetings, analysis, documentation, and hybrid work.
Overall opportunity	8/10	■■■■■■■□□	A strong adjacent-career option for Thomas if he converts experience into current, demonstrable AI governance capability.

Scoring method: structured comparison tool, not a validated psychometric or labour-market model. Scores combine current official sources, observed vacancies, role characteristics, and the fictional buyer’s confirmed profile.

Six-factor resilience test

Factor	Score / 5	Reason
Trust	4	Management, regulators, employees, and customers need a named function that can explain and defend governance decisions.
Physical complexity	1	The role is primarily digital and organizational, so this factor is weak.
Cross-domain judgment	5	Technical, legal, privacy, business, ethical, security, and operational trade-offs intersect.
Accountability and regulation	5	The work creates ownership, documentation, escalation, and control evidence.
Relationship capital	4	Implementation depends on influencing business owners, technology teams, legal functions, auditors, and executives.
Strategic uncertainty	5	New models, vendors, agents, use cases, and guidance create situations without settled answers.

Interpretation

The role is relatively resilient because it scores highly on four of six human-value factors. It is not protected from automation. AI will reduce time spent on policy drafting, control mapping, evidence collection, and reporting. Fewer, more capable governance professionals may supervise larger portfolios.

5. WHAT THE WORK ACTUALLY INVOLVES

5.1 Core responsibilities

Responsibility	Concrete outputs
AI inventory	Authoritative register of AI systems, models, vendors, use cases, owners, affected groups, data, geography, and lifecycle status.
Risk classification	Method for prohibited, high-risk, transparency, general-purpose, sector-specific, privacy, security, and business-risk classification.
Governance operating model	Decision rights, committees, approval gates, escalation paths, accountable owners, and three-lines-of-defence interfaces.
Policies and standards	AI policy, acceptable use, third-party AI, human oversight, documentation, testing, monitoring, incident, and retirement requirements.
Lifecycle controls	Requirements from idea and procurement through design, validation, deployment, change, monitoring, incident, and decommissioning.
Impact and risk assessment	Documented evaluation of affected people, rights, safety, security, data, performance, explainability, and residual risk.
Third-party governance	Supplier due diligence, contract requirements, model documentation, data rights, service monitoring, and exit planning.
Training and adoption	Role-based AI literacy, governance playbooks, office hours, process guidance, and evidence of completion.
Monitoring and reporting	Control indicators, exceptions, incidents, model or use-case changes, management dashboards, and audit evidence.
Regulatory and standards watch	Tracking law, regulatory guidance, standards, industry practice, and internal implications.

5.2 A realistic week

Day	Likely work
Monday	Review new AI use-case submissions; clarify ownership, data sources, vendor, users, and business impact.
Tuesday	Workshop with procurement, privacy, cybersecurity, and product teams to classify a third-party generative-AI service.
Wednesday	Draft decision paper for the AI governance committee; identify unresolved control gaps and proposed conditions for approval.
Thursday	Run training for business owners; update playbook and evidence templates; meet internal audit on control testing.
Friday	Review inventory quality, incidents, overdue assessments, model changes, and regulatory developments; report to executive sponsor.

5.3 Performance measures

- Percentage of AI use cases recorded in the authoritative inventory.
- Time from use-case submission to risk decision.
- Percentage of high-impact use cases with complete ownership, documentation, testing, and monitoring.
- Overdue control actions and accepted residual risks.
- Third-party AI suppliers assessed before contracting.
- Incidents, near misses, and time to escalation and remediation.
- AI literacy completion by role and business unit.
- Audit findings and closure rate.
- Evidence that governance enables appropriate use rather than merely stopping projects.

6. WHY DEMAND EXISTS IN GERMANY AND DACH

6.1 Regulatory demand

The EU AI Act creates a risk-based framework for AI providers, deployers, importers, distributors, and general-purpose model providers. Relevant enterprise obligations include prohibited-practice controls, AI literacy, transparency, high-risk governance, documentation, human oversight, risk management, and post-market monitoring. [S1-S2]

The implementation calendar changed shortly before this report. The Digital Omnibus entered into force on 27 July 2026. High-risk rules for Annex III stand-alone systems are now scheduled for 2 December 2027, while high-risk AI embedded in regulated products is scheduled for 2 August 2028. Other obligations were not universally postponed. Companies therefore still need a precise obligation-by-obligation roadmap rather than a simplistic “everything is delayed” assumption. [S1-S2]

Important legal boundary

An AI Governance Manager coordinates implementation. The role does not replace qualified legal interpretation. Every organization must determine its own status, uses, products, sectors, and obligations with appropriate counsel.

6.2 Management-system demand

ISO/IEC 42001:2023 specifies requirements for establishing, implementing, maintaining, and continually improving an AI management system. Current German vacancies already reference ISO 42001 implementation. NIST’s AI Risk Management Framework provides a voluntary structure for managing AI risks and remains widely used as a practical control reference. [S3-S5]

6.3 Enterprise operating demand

- Generative AI is entering ordinary functions such as sales, HR, procurement, software development, customer service, analytics, and knowledge management.
- Employees often introduce unapproved tools, creating “shadow AI,” data leakage, unreliable output, and unmanaged supplier exposure.
- Autonomous or agentic systems can take actions across systems, increasing the need for boundaries, logs, approvals, monitoring, and emergency stops.
- Boards and executives need an enterprise view of AI exposure rather than isolated projects.
- Internal audit, insurers, customers, works councils, regulators, and procurement functions increasingly request evidence rather than principles.

6.4 Why the market is still difficult

Demand does not mean easy entry. The occupation is new, teams are small, and employers often combine several disciplines in one job description. A vacancy may expect policy, programme management, model risk, data governance, privacy, controls, adoption, tooling, and technical understanding. The title alone is a poor guide to the actual threshold.

7. CURRENT VACANCY EVIDENCE

The following roles were visible in Germany during the research window. They demonstrate that the function exists, but they do not measure the total market and may close after publication.

Employer	Observed role	Location	Evidence from the listing	Confidence
50Hertz Transmission	AI Governance Specialist	Berlin	AI governance framework; ISO 42001; AI inventory; risk controls; playbooks; cross-functional implementation; EU AI Act and privacy.	High
Heraeus	Manager Responsible AI	Hanau	Strategy operationalization; risk classification; AI risk appetite; reviews; impact assessments; controls; monitoring; audit and training. No hands-on model development required.	High
SIGNAL IDUNA	AI Governance Adoption Specialist	Hamburg or Dortmund	Governance adoption and implementation within a large insurer.	Medium
SIGNAL IDUNA	AI Governance Solutions Architect	Hamburg or Dortmund	Technical governance solutions and architecture.	Medium
SMA Solar Technology	AI Governance and Enablement Professional	Kassel / home office	Governance plus organizational enablement in an energy technology company.	Medium
Allianz	Global Compliance / Technology, Data and AI roles	Munich / group locations	AI governance, technology compliance, audit and risk frameworks in financial services.	Medium
SAP	AI Compliance and Governance role family	Walldorf / Garching	AI compliance and governance activity inside a major enterprise-software company.	Medium
Deloitte	AI Governance consulting / masterclass-linked roles	Berlin and national	Advisory route connecting data management, governance, risk and implementation.	Medium

7.1 Recurring requirements observed

Requirement	Market interpretation	Thomas's position
EU AI Act and GDPR intersections	Need to translate current rules into internal processes.	Gap. Structured learning required.
ISO/IEC 42001 or governance frameworks	Employers want a repeatable management system, not only policy.	Adjacent experience; needs standard-specific fluency.
AI lifecycle understanding	Governance must work from idea and data through deployment, monitoring, change and retirement.	Gap. Business literacy must become demonstrable.
Risk classification and controls	Core work product in several roles.	Strong transfer from controls and audit remediation, but needs AI-specific application.
Cross-functional stakeholder management	Legal, privacy, data, IT, security, business and management must align.	Major strength.
Training and adoption	Governance only works when business users understand and follow it.	Strong transfer from transformation programmes.
English and German	International frameworks and enterprise teams require both.	Meets requirement.
Critical infrastructure or regulated-sector experience	Helpful in energy, finance, insurance, healthcare and industry.	Some regulated-client exposure, but sector evidence must be made specific.

7.2 Market conclusion

The observed vacancies support a real role family but not a mass market. Thomas should not rely on searching the exact phrase “AI Governance Officer.” His search must include adjacent titles and organizations where AI governance is embedded in compliance, technology risk, data governance, responsible AI, model risk, digital ethics, or transformation.

8. COMPENSATION AND TRANSITION ECONOMICS

8.1 What can be stated reliably

German official statistics do not yet isolate AI Governance Officer as a stable occupation. The Bundesagentur für Arbeit reports a national median of €6,680 gross per month for Compliance Manager and €6,877 gross per month for specialist-level Artificial Intelligence and Machine Learning. These figures are based on 2025 Entgeltatlas data and provide two boundary proxies, not a direct role salary. [S11-S12]

Reference occupation	Official monthly median	Annualized arithmetic	Use in this report
Compliance Manager	€6,680	€80,160	Governance, controls, policy, audit, and regulatory proxy.
KI/ML specialist	€6,877	€82,524	AI-domain specialist proxy. Not evidence that governance roles require engineering.

8.2 Second Act Lab compensation inference

Reasoned target range, not sourced salary fact

For Thomas, a first target range of approximately €75,000 to €95,000 is defensible for a specialist or manager role in a large German organization, with potential above €100,000 in senior financial-services, technology, consulting, or group-level positions. The exact outcome depends on sector, grade, collective agreement, scope, location, and direct experience.

8.3 Transition budget

Item	Cost status	Assessment
Structured self-study and official material	€0-€300 estimated	EU sources, standards summaries, NIST material, selected books and workshops.
IAPP AIGP exam	\$799 non-member current price	Optional but credible international signal. Membership may alter economics. [S13]
IAPP online training	\$1,195 current price	Optional formal preparation; not required if another route is chosen. [S13]
IAPP practice exam	\$60 current price	Optional. [S13]
DEKRA AI Officer / ISO 42001 course	Current quote required	Potential German-market training route. Compare syllabus, assessment, recognition and cost before purchase. [S14]
Portfolio production	€0-€500 estimated	Document design, specialist review, or coaching.
Travel and networking	€300-€800 estimated	Events, interviews and selected travel.

8.4 Recommended expenditure decision

Thomas should not purchase several overlapping certificates. Begin with two weeks of official-source study and vacancy analysis. Then choose one credible qualification path and invest the remaining budget in practical portfolio evidence, expert feedback, and targeted market access. A certificate without implementation evidence will not solve the entry problem.

8.5 Financial viability

The nine-month runway is compatible with a four-month preparation phase and a six-to-nine-month hiring horizon, provided Thomas’s actual household runway has been calculated separately. The report cannot confirm financial sufficiency without verified monthly expenses, unemployment benefits, severance, tax position, and other resources.

9. PERSONAL SUITABILITY ANALYSIS

9.1 Overall fit

Fit dimension	Rating	Evidence
Governance and operating-model design	Strong	Thomas has designed cross-business governance and decision structures.
Programme execution	Strong	Large portfolio, multiple business units, suppliers and contributors.
Executive and stakeholder communication	Strong	Steering committees, executive reporting, cross-functional leadership.
Controls and audit remediation	Strong	Directly transferable to AI controls, evidence and issue closure.
Vendor and third-party governance	Strong	Relevant to purchased models, cloud AI and SaaS providers.
Regulatory AI knowledge	Weak today	Requires current, detailed learning and clear legal boundary.
AI lifecycle and model-risk literacy	Developing	Must understand data, training, validation, deployment, monitoring, drift, incidents and change.
Hands-on AI engineering	Low	Acceptable for business-side governance roles; disqualifying for technical architecture roles.
Direct AI governance evidence	Absent	Must be created through a portfolio case and ideally a pilot project.
Age and seniority position	Potential advantage	Useful for authority and judgment; risk of appearing too general or overqualified.

9.2 Personal suitability conclusion

Suitable after a defined credibility bridge

Thomas should pursue the occupation only as an adjacent senior transition. He should present himself as an enterprise-governance and transformation leader who now specializes in AI governance. He should not present himself as a novice seeking to “enter AI.”

9.3 Who would be a poor fit for this role?

- Someone who wants a purely theoretical ethics role and dislikes operational controls.
- Someone who cannot challenge senior business or technology leaders.
- Someone who avoids documentation, evidence, policy detail, or audit scrutiny.
- Someone who expects a short course to replace enterprise governance experience.
- Someone unwilling to learn enough technical detail to ask useful questions and detect weak evidence.
- Someone who treats regulation as a reason to stop all AI experimentation.

10. TRANSFERABLE EXPERIENCE AND CAPABILITY GAPS

10.1 Transferability map

Previous evidence	New-role translation	Transferability
Enterprise governance	AI governance operating model, decision rights, committees and escalation.	High
Transformation portfolio leadership	AI governance programme roadmap, dependencies, adoption and benefits.	High
Vendor management	Third-party model and AI service due diligence, contracts, monitoring and exit.	High
Audit remediation	AI control evidence, findings, corrective actions and closure.	High
Process controls	Lifecycle control design and control ownership.	High
Data ownership experience	AI inventory, data provenance, data governance and accountability.	Medium-high
Change management and training	AI literacy, playbooks, adoption and business-owner enablement.	High
Budget and steering committees	Risk acceptance, investment decisions, management reporting.	High
Enterprise software implementation	Understanding how systems enter operating processes and create dependencies.	High
No ML engineering	Not needed for all roles, but limits technical governance architecture positions.	Constraint

10.2 Priority capability gaps

Gap	Required evidence	How to close
EU AI Act and adjacent regulatory map	Can classify use cases, explain timelines, distinguish provider/deployer roles, and identify legal escalation.	Official-source study; structured course; create classification notes and obligation map.
AI lifecycle literacy	Can describe data, model, evaluation, deployment, monitoring, drift, change, incident and retirement.	Study two real use cases; interview data science and MLOps practitioners; build lifecycle control map.
ISO/IEC 42001 and NIST AI RMF	Can compare frameworks and use them to structure a management system.	Foundation training plus crosswalk exercise.
AI inventory and risk classification	Can create practical fields, workflow, ownership and decision criteria.	Build portfolio inventory and classification tool.
Impact assessment and controls	Can identify affected people, harms, performance risks, human oversight and monitoring.	Complete a documented impact assessment for a hiring or customer-service system.
Direct market proof	Can show external validation, conversations, applications, or pilot work.	Twenty informational conversations and a small pro bono or internal pilot.

10.3 Evidence Thomas must not claim

- “EU AI Act expert” before he can demonstrate detailed and current knowledge.
- “AI model risk specialist” without model-validation or control evidence.
- “Responsible AI leader” based only on general transformation experience.
- Any legal interpretation, certification, or implemented AI control that did not occur.
- Quantified achievements that cannot be supported.

11. QUALIFICATION AND LEARNING PATHWAY

11.1 Fastest credible route

Phase	Duration	Outcome
Foundation	Weeks 1-2	EU AI Act structure and timeline; AI lifecycle; governance vocabulary; role-title map.
Frameworks	Weeks 3-4	Working knowledge of ISO/IEC 42001, NIST AI RMF, privacy/security intersections, and three-lines governance.
Application	Weeks 5-8	Portfolio inventory, risk classification, governance model, impact assessment, controls and executive dashboard.
External validation	Weeks 6-10	Practitioner interviews, portfolio review, one relevant event, recruiter feedback.
Credential	Weeks 8-12	Complete one selected certificate or examination if market feedback supports it.
Market entry	Weeks 9-16	Targeted applications, direct outreach, interviews and portfolio demonstrations.

11.2 Suggested learning curriculum

Module	What Thomas must be able to do
AI systems and lifecycle	Distinguish model, system, use case, provider, deployer, vendor and business owner; explain development and operational lifecycle.
Risk taxonomy	Identify legal, fundamental-rights, safety, privacy, security, performance, bias, explainability, data, operational and reputational risks.
EU AI Act	Navigate risk categories, roles, timelines, high-risk requirements, transparency, AI literacy and governance implications.
Data protection and security intersections	Know when privacy, automated decision-making, cybersecurity, access, data retention and supplier risks require specialist input.
ISO/IEC 42001	Explain management-system elements, context, leadership, planning, support, operation, performance evaluation and improvement.
NIST AI RMF	Apply Govern, Map, Measure and Manage concepts as a practical risk framework.
Control design	Write a control objective, control activity, owner, frequency, evidence, test and exception process.
AI inventory	Define mandatory fields, ownership, quality controls, attestation and integration with procurement and change management.
Impact assessment	Assess context, affected people, intended use, foreseeable misuse, risk, mitigations, human oversight and monitoring.
Operating model and adoption	Design committees, approval gates, playbooks, training, exception routes and reporting.

11.3 Certification decision

AIGP can provide an internationally recognizable governance signal. The current non-member exam price is \$799; official online training is \$1,195 and the practice exam is \$60. The certification term is two years and requires continuing education. [S13]

A German provider such as DEKRA may offer more locally familiar AI Officer or ISO 42001 courses. Thomas should compare the actual syllabus, assessment, trainer experience, current price, and employer recognition. A course title alone is not evidence of market value. [S14]

Recommended choice

Select one credential after completing ten practitioner conversations. The preferred option is the one recognized by the employers Thomas is actually targeting, not the one with the strongest marketing language.

12. PROOF-OF-COMPETENCE PORTFOLIO PROJECT

12.1 Project brief

Thomas should create a board-ready AI governance implementation package for a fictional German enterprise with 5,000 employees, operations in three EU countries, a works council, cloud-based generative AI, recruitment screening, customer-service automation, predictive maintenance, and several third-party AI suppliers.

12.2 Required deliverables

Deliverable	Minimum standard
1. AI system inventory	A structured register with use case, owner, provider/deployer status, users, affected people, data, model/vendor, geography, risk status, approvals, controls and monitoring.
2. Risk-classification decision tree	A practical route from prohibited-practice check through high-risk, transparency, GPAI, privacy, security, sector and business-risk assessment.
3. Governance operating model	Roles, committees, decision rights, first/second/third line, legal escalation, procurement integration, incident route and management reporting.
4. Lifecycle stage-gate	Idea, procurement, design, data, validation, approval, deployment, monitoring, material change, incident and retirement.
5. Impact assessment	Full assessment of an AI recruitment-screening use case, including affected people, discrimination risk, human oversight and monitoring.
6. Controls matrix	Twenty-five controls with objective, activity, owner, frequency, evidence, testing and exception process.
7. Third-party due diligence	Questionnaire and minimum contract requirements for a generative-AI supplier.
8. Ninety-day implementation roadmap	Priorities, dependencies, resource needs, decision points, quick wins and risks.
9. Executive dashboard	Inventory coverage, risk distribution, overdue assessments, incidents, control maturity and executive decisions required.
10. Ten-minute presentation	A concise explanation of the problem, design choices, limitations and next decisions.

12.3 Evaluation criteria

Criterion	Pass condition
Accuracy	Regulatory statements are dated, sourced and clearly separated from legal interpretation.
Operationality	A business unit could follow the workflow without asking what every principle means.
Traceability	Each risk maps to controls, owners, evidence and monitoring.
Proportionality	Low-impact uses are not subjected to the same process as high-impact uses.
Accountability	No decision is owned by an undefined “AI team.”
Technical literacy	Controls reflect data, model, system, vendor, integration, monitoring and change realities.
Executive usefulness	The package supports a management decision, not only compliance documentation.

12.4 How to present the project

Label it accurately as an independent portfolio case, not client work. The CV wording should be: “Designed a complete AI governance operating model and control package for a simulated multi-country enterprise, including inventory, risk classification, lifecycle gates, impact assessment, third-party controls and executive reporting.”

13. GEOGRAPHIC AND EMPLOYER STRATEGY

13.1 Best geographic approach

Market	Why relevant	Action
Munich / Bavaria	Allianz, Siemens, technology, industrial groups, consultancies and regulated enterprises. Strong fit with Thomas's location.	Primary market. Build direct employer and recruiter list.
Frankfurt / Rhine-Main	Financial services, insurance, risk, audit, consulting and data governance.	Target hybrid roles with limited travel.
Berlin	Energy, public-interest technology, digital policy, 50Hertz, consulting and startups.	Target roles offering remote or manageable travel.
Hamburg / Dortmund	Insurance and current SIGNAL IDUNA governance roles.	Selective national applications.
Hanau / Rhine-Main	Heraeus Responsible AI example and industrial group roles.	Selective.
Kassel / home office	SMA example shows energy technology and remote possibility.	Selective.
DACH remote / consulting	Consultancies and multinational programmes may hire nationally.	Search by function, not city alone.

13.2 Best employer segments

Segment	Why it hires	Fit
Financial services and insurance	High governance maturity, model risk, regulation, third-party technology, audit.	High, if Thomas learns sector terminology.
Critical infrastructure and energy	Safety, resilience, cyber, regulation and high-impact operational use cases.	High, especially programme and controls roles.
Industrial and manufacturing groups	AI in quality, maintenance, engineering, supply chain and workforce processes.	High, aligned with industrial programme background.
Enterprise software and cloud	Responsible product development, customer assurance, compliance and internal use.	High, aligned with enterprise-software experience.
Consulting and audit	Clients need governance design and implementation. Fast experience accumulation.	Medium-high, but utilization and travel requirements must be tested.
Healthcare and life sciences	High-impact systems, privacy, validation and quality systems.	Medium; requires sector learning.
Public sector and defense IT	Accountability, procurement and secure use.	Medium; language, clearance or specific framework experience may apply.

13.3 Target-employer list

Priority	Employer type or example	Why target	Route
A	Allianz and major insurers	Munich base; mature technology risk and compliance; AI governance activities.	Direct role search, alumni, risk and data governance contacts.
A	Siemens and industrial technology groups	Enterprise AI, products, operations, cyber, governance and global programmes.	Transformation, responsible AI, technology risk and governance titles.
A	SAP and enterprise-software firms	Strong domain fit and customer assurance requirements.	AI compliance, product governance, trust, risk and operations.
A	Big Four and specialist consultancies	Rapid exposure to several governance implementations.	Manager/senior manager only where prior programme leadership is valued.
B	50Hertz and energy infrastructure companies	Current explicit governance demand and critical-infrastructure context.	National hybrid search.

Priority	Employer type or example	Why target	Route
B	Heraeus and diversified industrial groups	Current responsible-AI management role demonstrates fit.	Direct applications and industry networking.
B	SIGNAL IDUNA and insurance groups	Current adoption and architecture roles.	Adoption role stronger than architecture.
B	SMA and energy technology firms	Governance plus enablement; remote potential.	Selective.

14. CANDIDATE POSITIONING AND JOB-SEARCH EXECUTION

14.1 Personal value proposition

Recommended positioning statement

I help large organizations turn AI principles and regulatory requirements into workable governance, controls, ownership and adoption. I combine twenty-five years of enterprise transformation and operational governance with current AI risk, EU AI Act and management-system capability.

14.2 Career-change narrative

“My career has consistently focused on the point where technology, operating processes, suppliers, controls and management accountability meet. AI governance is not a departure from that work. It is the next application of it. I have added current AI lifecycle, regulatory and management-system capability, and I can show a complete governance implementation case rather than claiming that general management experience is enough.”

14.3 Search-title matrix

Primary search terms	Adjacent search terms	Terms requiring caution
AI Governance Manager; Responsible AI Manager; AI Governance Specialist; AI Governance Adoption Lead	AI Risk Manager; AI Controls Manager; Technology Risk Manager AI; Data and AI Governance Manager; AI Compliance Manager	AI Solutions Architect; Model Validation Lead; ML Governance Engineer; AI Safety Researcher

14.4 Weekly execution targets

Activity	Weekly target	Quality rule
Vacancy review	20-30 roles	Code requirements and title variants; do not apply automatically.
Tailored applications	3-5	Each must map evidence to the specific control, governance and implementation needs.
Informational conversations	3	Practitioners, recruiters, risk leaders, data leaders or consultants.
Direct employer outreach	3	Contact relevant functional leader with one specific observation and portfolio evidence.
Portfolio improvement	3 hours	Revise based on market feedback.
Learning	5 hours	Prioritize gaps observed in real vacancies.
Interview practice	1 session	Use role-specific cases, not generic questions.

14.5 Hidden-market approach

1. Identify organizations with substantial AI use, regulated exposure, complex suppliers, or public trust risk.
2. Find the likely owner: Chief Risk Officer, Chief Data Officer, Chief Information Officer, Compliance, Technology Risk, Responsible AI, or AI Centre of Excellence.
3. Review public AI, risk, privacy, governance, annual-report, audit, or job information.
4. Send a short message showing one relevant governance problem, one transferable proof point, and a request for a fifteen-minute learning conversation.
5. Do not ask for a job in the first message. Ask how the function is structured and what evidence distinguishes credible candidates.

15. MODEL ROLE-SPECIFIC CV

Sample rule
Everything below is based on the fictional confirmed buyer profile. A production report would use only facts confirmed by the buyer. Bracketed items would remain placeholders until verified.

THOMAS BERGER

Enterprise AI Governance | Responsible AI Operations | Technology Risk and Controls

Munich, Germany | [telephone] | [email] | [LinkedIn URL]

Professional profile

Enterprise transformation and governance leader with more than twenty-five years of experience connecting technology, business processes, suppliers, controls and executive decision-making. Led multi-business-unit transformation portfolios, operating-model design, audit remediation, data ownership, vendor governance and international adoption programmes. Current specialization in AI governance, EU AI Act readiness, ISO/IEC 42001 management systems, AI risk classification and lifecycle controls. Positions experience as an operating foundation for responsible AI, not as a substitute for technical or legal expertise.

Core capabilities

Governance and risk	Transformation and adoption	Technology and business
AI governance operating models Risk and control design Audit remediation Third-party governance Policy implementation Management reporting	Programme and portfolio leadership Stakeholder alignment Training and adoption Process redesign Steering committees Executive communication	Enterprise software lifecycle Data ownership and governance Supplier and cloud oversight Business requirements AI lifecycle literacy Technology-risk translation

Selected AI governance portfolio

Independent AI Governance Operating Model, 2026

- Designed an AI system inventory covering ownership, provider/deployer status, affected persons, data, vendor, lifecycle, risk status, approvals and monitoring.
- Built a risk-classification decision tree covering prohibited practices, high-risk use cases, transparency, privacy, security, sector and business risks.
- Created a lifecycle control framework with governance gates from ideation and procurement through monitoring, incident response, change and retirement.
- Completed a simulated impact assessment for AI-supported recruitment and mapped risks to controls, evidence, human oversight and residual-risk decisions.
- Produced a ninety-day implementation roadmap and executive dashboard for a fictional 5,000-person multi-country enterprise.

Professional experience

DIRECTOR, ENTERPRISE OPERATIONS & TRANSFORMATION | Enterprise Software Company, Munich | 2018-2026

- Directed an €18 million enterprise transformation portfolio across nine business units, integrating programme governance, business ownership, supplier accountability, risk management and executive decision-making.
- Designed governance forums, decision rights, reporting standards and escalation routes for a portfolio involving 45 internal and external contributors.
- Led audit-remediation and process-control work, translating findings into accountable actions, evidence, deadlines and management reporting.
- Governed strategic technology suppliers, service performance, contractual dependencies, operational risks and corrective-action plans.
- Established data-owner and process-owner responsibilities during enterprise platform and operating-model changes.
- Developed training, playbooks and adoption routines for business leaders and end users across multiple functions.

SENIOR PROGRAMME MANAGER | Industrial Technology Group, Nuremberg | 2010-2018

- Led a six-country enterprise platform rollout connecting business process redesign, data migration, supplier delivery, control requirements and adoption.
- Coordinated finance, operations, IT, procurement, legal and local management stakeholders through steering committees and structured decision papers.
- Introduced common process controls, data ownership, issue management and implementation evidence across national organizations.
- Managed vendor performance, scope, dependencies, testing, readiness and post-implementation stabilization.

BUSINESS PROCESS AND IT CONSULTANT | Consulting Firm, Stuttgart | 2001-2010

- Advised industrial and service clients on process redesign, enterprise software selection, requirements, implementation governance and change management.
- Facilitated management workshops and translated operational problems into systems, process, control and adoption requirements.
- Prepared business cases, governance documents, implementation roadmaps and executive presentations.

Education and credentials

- Diplom-Kaufmann, Business Administration, [University], 1998.
- Project Management Professional, 2012.
- ITIL Foundation, 2016.
- AI governance specialization, 2026: EU AI Act, ISO/IEC 42001, NIST AI RMF, lifecycle controls and impact assessment.
[Replace with completed credential and provider.]

Languages and tools

German: native | English: C1 | Enterprise portfolio and process tools | Governance, risk, control and reporting methods | Microsoft 365 | [confirmed tools only]

16. LINKEDIN AND XING PROFILE PACKAGE

16.1 Headline

LinkedIn headline

Enterprise AI Governance | Responsible AI Operating Models | EU AI Act, Risk and Controls | Transformation and Adoption Leader

16.2 About section

AI governance becomes valuable when it changes how an organization makes decisions. Policies alone do not establish ownership, classify risk, control suppliers, test systems, train users, monitor incidents or give management reliable evidence.

I have spent more than twenty-five years leading enterprise transformation at the intersection of technology, business operations, suppliers, controls and executive accountability. My experience includes multi-business-unit governance, audit remediation, data ownership, vendor oversight, international programme delivery and organizational adoption.

I now apply that operating experience to responsible AI. My current work focuses on AI governance operating models, EU AI Act readiness, AI inventories, risk classification, lifecycle controls, impact assessment, ISO/IEC 42001 and management reporting. I do not position myself as a machine-learning engineer or lawyer. My value is turning specialist requirements into a governance system that business and technology teams can actually operate.

Target roles: AI Governance Manager, Responsible AI Manager, AI Risk and Controls Manager, AI Governance Adoption Lead, and related enterprise-governance positions in technology, industry, energy, financial services and consulting.

16.3 Featured items

- Ten-slide AI Governance Operating Model presentation.
- Two-page executive brief: "From AI policy to operating control."
- Redacted AI inventory and risk-classification sample.
- Article: "Five design decisions that determine whether an AI governance framework works."
- Certificate or course evidence only after completion.

16.4 Skill keywords

AI Governance; Responsible AI; EU AI Act; ISO/IEC 42001; NIST AI RMF; Technology Risk; AI Risk Management; Governance Operating Model; Risk Classification; AI Inventory; Impact Assessment; Lifecycle Controls; Third-Party Risk; Data Governance; Internal Controls; Audit Remediation; Programme Governance; Stakeholder Management; Change and Adoption.

16.5 Networking message

Practitioner message

Hello [Name]. I am moving from enterprise transformation and operational governance into business-side AI governance. I am building a practical portfolio around inventory, risk classification, lifecycle controls and ISO 42001. Your role at [organization] appears close to the operating side of the field. Could I ask for fifteen minutes to understand which evidence you consider credible from an experienced adjacent-career candidate? I am not asking you to forward a CV.

17. COVER LETTER AND OUTREACH MESSAGES

17.1 Targeted cover letter

Dear Hiring Team,

Your AI Governance Manager position requires more than knowledge of regulation. It requires someone who can turn requirements into ownership, review processes, controls, evidence, training and management decisions across business and technology functions.

That operating problem has been central to my career. During more than twenty-five years in enterprise software and transformation, I have led multi-business-unit governance, supplier accountability, process-control design, audit remediation, data ownership, adoption and executive reporting. Most recently, I directed an €18 million transformation portfolio across nine business units and established the decision, escalation and reporting structures needed to keep complex work accountable.

I have now specialized this experience for responsible AI. My current capability covers the EU AI Act, AI lifecycle and risk concepts, ISO/IEC 42001, NIST AI RMF, AI inventories, risk classification, impact assessment, lifecycle controls and third-party governance. I can demonstrate this through a complete independent governance implementation case, including operating model, control matrix and ninety-day roadmap.

I would not claim to replace legal counsel, privacy specialists, cybersecurity or model engineers. My value is to connect those specialists with business ownership and make the resulting governance workable, measurable and auditable.

I would welcome the opportunity to discuss how your organization is structuring AI governance and where my enterprise transformation and control experience could accelerate implementation.

Sincerely,
Thomas Berger

17.2 Speculative employer email

Subject: Enterprise AI governance implementation

Hello [Name]. I have led enterprise transformation, supplier governance, controls and audit remediation across complex international organizations. I am now specializing in responsible-AI operating models and have built a practical implementation case covering inventory, classification, lifecycle controls, impact assessment and executive reporting. I noticed [specific organization signal]. I would value a short conversation about how your organization is assigning AI governance ownership and which implementation gaps are most difficult. I can send a two-page sample if useful.

17.3 Recruiter message

Recruiter message

I am targeting business-side AI governance and responsible-AI management roles, not machine-learning engineering. My background is twenty-five years in enterprise transformation, governance, controls, vendors and executive programmes. I have added current EU AI Act, ISO 42001 and AI lifecycle capability and can show a complete governance portfolio. The best fit is manager or senior specialist work that turns requirements into operating processes. I am Munich-based and open to hybrid roles across Germany.

18. INTERVIEW PREPARATION

18.1 Likely interview questions and answer direction

Question	Answer direction
Why AI governance now?	Connect the move to a long career in technology accountability. Do not describe it as chasing a trend.
You do not have years in an AI governance title. Why should we hire you?	Separate title from work. Show governance, controls, suppliers, audit, adoption and a current AI portfolio. Admit the direct-experience gap.
How would you start an AI inventory?	Define scope, minimum fields, ownership, intake routes, procurement integration, attestation, quality controls and updates.
How do you classify AI risk?	Start with use and context, not model brand. Check prohibited, high-risk, transparency, provider/deployer, privacy, security, sector and business risks. Escalate legal interpretation.
How do you avoid governance blocking innovation?	Use proportional pathways, reusable controls, clear service levels, pre-approved patterns, early engagement and transparent risk decisions.
What is the difference between policy and control?	Policy states expectation. A control defines owner, activity, frequency, evidence, testing and exception handling.
How technical are you?	State limits. Demonstrate AI lifecycle literacy and ability to challenge evidence without claiming to code models.
How would you govern a third-party generative-AI tool?	Use case, data, vendor role, terms, retention, security, model documentation, output controls, users, monitoring, incidents, changes and exit.
How would you work with legal and privacy?	Create clear decision interfaces. Do not transfer operational ownership to counsel or offer legal conclusions yourself.
How would you report to the board?	Inventory coverage, risk distribution, top exposures, overdue decisions, incidents, control maturity, supplier concentration and decisions required.

18.2 Model answer: the experience gap

“I have not held the formal title AI Governance Manager for several years, and I would not obscure that. The relevant operating work, however, is not new to me. I have designed governance, decision rights, controls, supplier accountability, audit remediation and adoption across complex technology programmes. I have now added current AI-specific capability and tested it through a complete governance case. The question is therefore not whether general management experience automatically qualifies me. It does not. The question is whether my established governance execution plus current AI evidence solves your implementation problem. I would be pleased to walk you through that evidence.”

18.3 Practical case Thomas should expect

“The company wants to deploy a generative-AI assistant for customer-service employees in Germany. It uses a cloud vendor, retrieves internal documents, drafts answers, and logs user interactions. Design the governance route.”

- Clarify intended use, users, affected customers, data, decision impact, countries, integrations and owner.
- Determine provider/deployer and supplier roles; involve legal for classification and obligations.
- Assess privacy, security, confidentiality, intellectual property, hallucination, discrimination, human oversight, logging and employee-use risks.
- Define validation, approved knowledge sources, user disclosures where required, output review, escalation and incident process.
- Set vendor and contract requirements, monitoring, material-change triggers, evidence, training and periodic review.
- Provide a proportional decision: approve, approve with conditions, pilot, or reject, with accountable owner and residual risk.

19. 30-, 60-, AND 90-DAY ACTION PLAN

Days 1-30: Validate and build foundation

Week	Actions	Evidence produced
1	Map twenty live roles; code titles, tasks, sectors, locations, qualifications and technical thresholds. Read current official AI Act timeline.	Vacancy matrix and role-scope decision.
2	Study AI lifecycle, EU AI Act structure, NIST AI RMF and ISO 42001 overview. Interview two AI practitioners and one governance practitioner.	Terminology map, obligation notes, learning-gap list.
3	Design AI inventory and risk-classification decision tree. Interview two more practitioners.	Portfolio versions 1.0 and feedback log.
4	Design operating model, lifecycle gates and control format. Decide whether to purchase a certificate.	Governance package outline and credential decision.

Days 31-60: Create proof and market position

Week	Actions	Evidence produced
5	Complete recruitment-system impact assessment and first ten controls.	Impact assessment draft.
6	Complete third-party due diligence, remaining controls and executive dashboard.	Portfolio complete draft.
7	Obtain review from one AI practitioner, one risk/compliance practitioner and one hiring-market contact.	Written feedback and revision log.
8	Finalize CV, LinkedIn, headline, cover letter and two-page portfolio summary. Begin three tailored applications per week.	Application package and initial market data.

Days 61-90: Enter the market

Week	Actions	Evidence produced
9	Apply to primary targets; conduct three conversations; practise inventory and case interview.	Response and objection log.
10	Expand to adjacent technology-risk, data-governance and AI-control roles. Publish one substantive article.	Broader pipeline and public proof.
11	Run mock panel interview and portfolio presentation; revise salary and title strategy based on responses.	Interview readiness score.
12	Evaluate results against decision gates. Continue, redirect, or add a small pilot project.	Evidence-based next decision.

Ninety-day success measures

- At least thirty-five relevant roles analyzed.
- At least twenty professional conversations completed.
- One complete portfolio package reviewed by three relevant practitioners.
- At least ten high-quality applications submitted.
- At least two recruiter or hiring-manager feedback points on role level and salary.
- One clear decision on whether the exact role family remains viable.

20. SIX-TO-TWELVE-MONTH ROADMAP

Period	Primary objective	Decision
Months 1-3	Build current knowledge, portfolio evidence and market position.	Proceed only if practitioners consider the profile credible.
Months 4-6	Secure interviews, contract work, pilot experience or an adjacent role.	If no interviews after twenty tailored applications, revise target title and evidence.
Months 7-9	Deepen in one industry: financial services, enterprise software, energy or industrial technology.	Choose domain specialization based on actual access and demand.
Months 10-12	Establish direct delivery evidence and plan progression to lead, consulting or system-owner role.	Consider consulting only after references and repeatable deliverables exist.

Alternative paths if the exact role does not convert

Alternative role	Why credible	What remains to add
Technology Risk Manager with AI scope	Strong controls, audit and enterprise technology foundation.	AI-specific control and risk evidence.
Data and AI Governance Programme Manager	Strong governance, ownership and transformation experience.	Data governance and AI lifecycle depth.
Responsible AI Programme Manager	Strong programme, adoption and executive coordination.	Responsible-AI framework evidence.
Third-Party AI Risk Manager	Strong vendor and risk background.	AI supplier due diligence and contract controls.
AI Transformation Governance Lead	Strong enterprise change and decision structures.	Portfolio showing AI-specific operating model.

21. RISK REGISTER AND DECISION GATES

21.1 Career-transition risk register

Risk	Likelihood	Impact	Warning sign	Mitigation
Role is too technically defined	Medium	High	Vacancies emphasize architecture, engineering or model validation.	Target adoption, controls, programme and responsible-AI roles; build lifecycle literacy.
Certificate is not valued	Medium	Medium	Recruiters ignore it or ask only for direct experience.	Test recognition before purchase; prioritize portfolio and pilot evidence.
Senior experience appears overgeneralized	High	High	Interviewers say “interesting background” but cannot see role-specific proof.	Use precise AI governance deliverables and concise role mapping.
Salary floor narrows options	Medium	High	Offers or recruiter ranges fall below €80,000.	Target large employers, regulated sectors and manager-level scope; verify total compensation.
Location limits the market	Medium	Medium	Strong roles require weekly presence outside Munich.	Prioritize Munich, Frankfurt hybrid, national consulting and remote-capable employers.
Regulatory timeline reduces urgency	Low-medium	Medium	Employers postpone hiring after high-risk deadlines move.	Position governance as enterprise risk, customer trust and operational control, not only deadline compliance.
Market becomes tool-driven	Medium	Medium	Vendors automate inventory, classification and documentation.	Specialize in operating model, accountability, exceptions, assurance and executive decisions.
Legal boundary is crossed	Low	High	Candidate gives legal conclusions without qualification.	Use clear escalation and collaboration language.

21.2 Decision gates

Gate	Proceed if	Stop or redirect if
After two weeks	Thomas understands the role and still accepts documentation, regulation, controls and stakeholder work.	Interest was based mainly on title, salary or “working in AI.”
Before paying for training	At least five target practitioners recognize the credential or syllabus.	Training is generic, outdated, unassessed or unsupported by employers.
After portfolio review	Reviewers consider the work operational and credible for an adjacent candidate.	Reviewers identify fundamental technical or regulatory misunderstandings.
After ten applications	At least some recruiter engagement, interview, or constructive feedback occurs.	No response and consistent demand for direct experience or technical architecture.
After twenty applications	Interview conversion supports the target level and salary.	No interviews. Redirect to adjacent governance or transformation roles and obtain direct project experience.

22. FINAL RECOMMENDATION

22.1 Decision

Proceed with a controlled four-month transition test.

AI governance is a credible second-act direction for Thomas. His enterprise governance and transformation experience is materially relevant. The report does not recommend immediate mass applications or a long academic retraining programme. It recommends a tightly scoped credibility bridge followed by measurable market testing.

22.2 What Thomas should do next

1. Commit to the business-side AI governance target and exclude engineering-heavy architecture roles.
2. Complete the first two weeks of official-source and lifecycle study before purchasing training.
3. Conduct five practitioner conversations and use them to select one credential.
4. Build the complete portfolio case within eight weeks.
5. Rewrite CV and profiles around governance execution, not a generic move into AI.
6. Begin controlled applications by week eight and review conversion after ten and twenty applications.
7. Redirect to technology risk, data and AI governance, responsible-AI programme management, or third-party AI risk if direct title conversion is weak.

22.3 The central positioning principle

Thomas should not sell his past job titles. He should sell a current capability: the ability to organize accountability around enterprise AI. His age and experience become valuable only when connected to concrete AI governance outputs, current knowledge and an employer’s present operating problem.

22.4 Final confidence statement

Conclusion	Confidence	Reason
The occupation is real in Germany	High	Multiple current named employer vacancies and official regulatory/standards drivers.
The field will remain relevant for five years	Moderate-high	AI adoption, regulation, supplier dependence and agentic systems create continuing governance work, but team sizes and titles may change.
Thomas can become credible in four months	Moderate	Strong adjacent experience and sufficient budget/time, but portfolio quality and market response are untested.
Thomas can secure at least €80,000	Moderate-low	Official proxies support plausibility, but no exact salary category or offer evidence exists.
The role is AI-proof	False claim	Many tasks will be automated; the role’s resilience comes from accountability, judgment, influence and integration.

23. RESEARCH SOURCES AND VERIFICATION APPENDIX

23.1 Source register

S1 European Commission, AI Act Service Desk, implementation timeline and FAQs

Official EU source. Checked 30 July 2026. Used for scope and current application dates.

<https://ai-act-service-desk.ec.europa.eu/en/ai-act/eu-ai-act-implementation-timeline>

S2 European Commission, Navigating the AI Act / Digital Omnibus update

Official EU source. Confirms the 27 July 2026 change and extended high-risk dates.

<https://digital-strategy.ec.europa.eu/en/faqs/navigating-ai-act>

S3 ISO, ISO/IEC 42001:2023 Artificial intelligence management system

Primary standards publisher. Used for management-system description.

<https://www.iso.org/standard/81230.html>

S4 NIST, Artificial Intelligence Risk Management Framework

Official U.S. standards body. Used as a voluntary practical risk framework.

<https://www.nist.gov/itl/ai-risk-management-framework>

S5 50Hertz, AI Governance Specialist vacancy

Current employer vacancy. Used for observed tasks and requirements including ISO 42001, inventory, controls and EU AI Act.

<https://karriere.50hertz.com/offer/ai-governance-specialist-w-m-d/ab7bb0d7-79c0-4533-a30e-cef38ea10d6e>

S6 Heraeus, Manager Responsible AI vacancy

Current employer vacancy. Used for operating responsibilities and statement that hands-on model development is not required.

<https://jobs.heraeus.com/en/job/hanau/manager-m-f-d-responsible-ai/3105/38654634944>

S7 SIGNAL IDUNA, AI Governance Adoption Specialist vacancy

Current employer vacancy. Used as evidence of adoption-focused role in insurance.

<https://jobs.signal-iduna.de/SIGNALIDUNA/job/Dortmund-oder-Hamburg-AI-Governance-Adoption-Specialist-%28mwd%29-22297/1407942233/>

S8 SIGNAL IDUNA, AI Governance Solutions Architect vacancy

Current employer vacancy. Used to distinguish technical architecture route.

<https://jobs.signal-iduna.de/SIGNALIDUNA/job/Dortmund-oder-Hamburg-AI-Governance-Solutions-Architect-%28mwd%29-22297/1407935733/>

S9 SMA Solar Technology, AI Governance and Enablement role

Current employer vacancy observed during research. Used as evidence of governance plus enablement in energy technology.

<https://www.sma.de/karriere>

S10 Allianz, SAP, Deloitte and Siemens current role families

Employer career sources reviewed as supplementary evidence of AI compliance, technology risk, audit and governance activity. Specific vacancies can expire.

<https://careers.allianz.com/>

S11 Bundesagentur für Arbeit, Entgeltatlas: Compliance-Manager/in

Official national salary source, 2025 data. Median €6,680 gross per month. Used as a proxy, not exact AI governance pay.

<https://web.arbeitsagentur.de/entgeltatlas/beruf/89949>

S12 Bundesagentur für Arbeit, Entgeltatlas: Berufsspezialist/in Künstliche Intelligenz und Maschinelles Lernen

Official national salary source, 2025 data. Median €6,877 gross per month. Used as an AI specialist proxy.

<https://web.arbeitsagentur.de/entgeltatlas/beruf/142240>

S13 IAPP, Artificial Intelligence Governance Professional certification and exam information

Provider source. Current prices and exam conditions checked 30 July 2026. Commercial source, not proof of employer value.

<https://iapp.org/certify/aigp>

S14 DEKRA Akademie, AI Officer and ISO 42001 training offers

Provider source. Course availability reviewed; current quote and syllabus must be verified before purchase.

<https://www.dekra-akademie.de/>

S15 Bundesnetzagentur, German AI Act implementation information

Official German regulator source. Used for national implementation context.

<https://www.bundesnetzagentur.de/>

S16 BSI, AI security and criteria material

Official German cybersecurity authority. Used for AI inventory, security and governance context.

<https://www.bsi.bund.de/>

23.2 Verification rules applied

- Regulatory dates were checked against current official European Commission sources because the timeline changed in July 2026.
- Salary figures use official Bundesagentur medians but are labelled as proxy occupations.
- Vacancies are treated as current market signals, not proof of total demand or future availability.
- Commercial training sources are used only for current product and price information, not as independent evidence of job demand.
- The report separates market findings, personal inferences, uncertainty and legal boundaries.
- No occupation is described as AI-proof.

23.3 Material limitations

- This sample did not include a verified real CV, references, employment certificates, actual household financial data, or real target-vacancy interviews.
- The observed vacancy sample is purposive, not statistically representative.
- Employer roles can close or change after the research date.
- Compensation cannot be predicted from public medians alone.
- EU and German implementation guidance may continue to evolve.
- A production report should be reviewed by a German labour-market specialist and, where legal interpretation is material, qualified counsel.

APPENDIX A. PERSONAL SKILLS-GAP WORKSHEET

Competency	Required level	Thomas now	Gap	Evidence/action
Enterprise governance	Advanced	Advanced	None	Use verified governance examples.
EU AI Act	Working-advanced	Beginner	High	Course, official-source notes, classification exercises.
AI lifecycle	Working	Basic	Medium-high	Lifecycle map and practitioner interviews.
ISO/IEC 42001	Working	Beginner	High	Foundation training and management-system crosswalk.
NIST AI RMF	Working	Beginner	Medium	Apply Govern, Map, Measure, Manage to portfolio.
Risk and control design	Advanced	Advanced	Low	Translate prior control evidence into AI controls.
Impact assessment	Working	Basic	Medium-high	Complete and review recruitment-system assessment.
Third-party AI risk	Advanced	Intermediate	Medium	Build supplier questionnaire and contract checklist.
Data governance	Working	Intermediate	Low-medium	Clarify data quality, lineage, rights and ownership.
Model-risk concepts	Working	Basic	Medium-high	Learn validation, performance, drift, robustness and monitoring.
AI incident management	Working	Basic	Medium	Create incident taxonomy and response workflow.
Executive communication	Advanced	Advanced	None	Use board dashboard and decision paper.
Training and adoption	Advanced	Advanced	None	Show previous adoption evidence and AI literacy plan.

APPENDIX B. VACANCY-ANALYSIS CODING TEMPLATE

Field	What to capture
Employer and date	Employer, link, date observed, vacancy status.
Exact title	Do not normalize before recording.
Role family	Governance, responsible AI, risk and controls, adoption, compliance, architecture, audit, data governance.
Seniority	Specialist, manager, senior manager, lead, head.
Sector	Finance, insurance, energy, industrial, software, consulting, public sector, healthcare.
Location and work model	City, hybrid, home office, travel.
Mandatory background	Degree, years, direct AI experience, governance, risk, technical or legal requirements.
Frameworks	EU AI Act, GDPR, ISO 42001, NIST AI RMF, model risk, data governance, sector rules.
Outputs	Inventory, policy, classification, assessments, controls, monitoring, training, committees, tooling.
Technical threshold	Business literacy, architecture, data science, ML engineering, MLOps.
Language	German and English levels.
Thomas fit	Strong, conditional, weak, with reasons.

APPENDIX C. PRODUCT-OWNER EVALUATION CHECKLIST

This appendix is for Second Act Lab’s internal review of the sample. It would not normally appear in the buyer edition.

Question	Pass standard	Owner decision
Does the report make a clear recommendation?	Yes, including conditions and stop rules.	☐ Pass ☐ Revise
Is the research current and source-labelled?	Every unstable or material claim can be traced.	☐ Pass ☐ Revise
Is personalization substantive?	Recommendations change because of the buyer’s experience, budget, geography, income and timing.	☐ Pass ☐ Revise
Does it avoid invented facts?	All buyer facts are confirmed or explicitly fictional assumptions.	☐ Pass ☐ Revise
Is it worth paying for?	It reduces uncertainty and provides usable applications, evidence and action plan.	☐ Pass ☐ Revise
Can the buyer act within one day?	First-week actions are explicit.	☐ Pass ☐ Revise
Does it preserve negative evidence?	Risks and weak fit are not softened.	☐ Pass ☐ Revise
Is the role-specific CV credible?	It translates evidence without misrepresentation.	☐ Pass ☐ Revise
Is legal risk controlled?	Legal interpretation is escalated and dates are current.	☐ Pass ☐ Revise
Could the agent system produce this repeatedly?	Sections map to structured inputs, research and validation outputs.	☐ Pass ☐ Revise

END OF SAMPLE REPORT

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